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5 MAY 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Personnel Movement and Management Program (PMM)

REFERENCE : Memo to ExDir-Compt fr D/Pers dtd 7 Apr 72, subject:
Executive Development

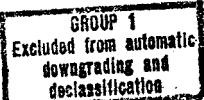
1. Agency implementation of the Guidelines on Executive Development in the Federal Service, as outlined in the Referent Memorandum, is predicated upon the use of the PMMP method by the career services. As I noted, in Reference, the PMMP exercise should be redone soon in order to meet the objectives of the Guidelines, including projections of executive turnover and the identification and development of executive potential. Because of our intended reliance upon the PMMP process in complying with the Guidelines, you may wish to distribute copies of the revised PMMP system when you discuss the subject of leadership and executive development at the Director's Annual Conference.

2. Apart from our preoccupation with executive development, PMMP serves a number of other purposes, including the improvement of manpower planning and utilization in a time of scarce resources. A critical assessment of the problems confronting each career service is a key element of the PMMP process. Preparation of Career Service Situation Reports causes the career services to consciously reflect upon their own situations and to report their conclusions in a manner susceptible to subsequent evaluation of the overall implications of their findings at the Directorate and Agency levels. Moreover, PMMP helps to focus on individual succession problems as more and more employees retire in the coming decade. The exact dimension of turnover in all areas of the Agency and the specific problems it poses in different places are issues that need to be systematically identified and acted upon as far in advance as possible.

3. Last year the PMMP process was only partially implemented. The Clandestine Service requested deferment until after FY 1972. Directorate and Agency evaluations of the Career Service Situation Reports elsewhere were set aside when ceiling reductions and average grade considerations became paramount concerns, temporarily suspending the requirement for PMMP's focus on the potential of individuals for future advancement. I believe we are again in a position to consider the problems of upward movement and employee development as highlighted by the PMMP process.

4. Although reactions to PMMP in its first running were generally favorable, the consensus was that 10 years is too long a period to project turnover and to judge the capacity of individuals to advance one or more

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times within that period. Three years are recognized to be a more practical time period in future usage of the PMMP process. It also became apparent that the content of Advanced Staffing Plans (detailed occupational listings by career services of their recruitment needs during a fiscal year) should coincide with expected manpower levels and movements, by grade, levels as shown in PMMP results. However, since Advanced Staffing Plans for FY 1973 were recently prepared, I believe inclusion of the ASP in the PMMP process should be deferred until next year.

5. During the time we worked on the exercise to reduce ceilings and average grade, the career services prepared projections of expected personnel staffing changes in FY 1972 (beginning and closing on-duty strengths in FY 1973, ceiling cutbacks, promotions, separations, etc.). These estimated staffing changes proved quite helpful as projections of basic personnel transactions within a fiscal year. I believe this kind of staffing profile should be incorporated as a part of a PMMP document that would en toto show staffing needs, upward movement, promotional needs and career service problems. A combination of these kinds of information should provide a comprehensive basis for evaluating Agency personnel trends and problems and relating changing operational requirements to available manpower resources.

6. Since career officials and personnel officers are familiar with the PMMP process, they should be able to conclude their work and submit their Career Service Situation Reports within about three months. If necessary, individual time extensions could be given to some of the larger career services upon request.

7. If you concur, I will initiate action to seek the completion of the attached forms by each career service by the end of August 1972.

/s/ Harry B. Fisher

Harry B. Fisher
Director of Personnel

Atts

CONCUR:

Executive Director-Comptroller

Date

Distribution:

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1 - ER

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PMMP Form 1

Date _____

Career Service
Fiscal Years FY 1973-FY 1975

| GRADE | FY 1973 | | | | FY 1974 | | | | FY 1975 | | | | TOTAL | | | |
|-------|--------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------|
| | (1) EST. PROMO- TION HEADROOM WITHIN GRADE | (2) PROMO- TION HEADROOM NEEDED WITHIN GRADE | (3) NUMBER COL (2) IS OVER/ UNDER COL (1) | (4) PROMO- TIONS PLANNED TO GRADE | (1) EST. PROMO- TION HEADROOM WITHIN GRADE | (2) PROMO- TION HEADROOM NEEDED WITHIN GRADE | (3) NUMBER COL (2) IS OVER/ UNDER COL (1) | (4) PROMO- TIONS PLANNED TO GRADE | (1) EST. PROMO- TION HEADROOM WITHIN GRADE | (2) PROMO- TION HEADROOM NEEDED WITHIN GRADE | (3) NUMBER COL (2) IS OVER/ UNDER COL (1) | (4) PROMO- TIONS PLANNED TO GRADE | (1) EST. PROMO- TION HEADROOM WITHIN GRADE | (2) PROMO- TION HEADROOM NEEDED WITHIN GRADE | (3) NUMBER COL (2) IS OVER/ UNDER COL (1) | (4) PROMO- TIONS PLANNED TO GRADE |
| GS-18 | | | | | | | | | | | | | | | | |
| GS-17 | | | | | | | | | | | | | | | | |
| GS-16 | | | | | | | | | | | | | | | | |
| GS-15 | | | | | | | | | | | | | | | | |
| GS-14 | | | | | | | | | | | | | | | | |
| GS-13 | | | | | | | | | | | | | | | | |
| GS-12 | | | | | | | | | | | | | | | | |
| GS-11 | | | | | | | | | | | | | | | | |

Definitions:

FY 1973 promotion headroom in each grade consists of (1) estimated CSA spaces (plus or minus) in that grade at the beginning of the Fiscal Year and (2) cumulative turnover in that grade (i.e., estimated turnover within the grade plus the total of estimated turnover in all grades above that grade). Promotion headroom in FY 1974 and FY 1975 consists of cumulative turnover in each grade as defined in (2) above.

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Definitions (Cont.)

The estimated annual promotion headroom needed within a career service in each grade is the total number of careerists expected to become ready for promotion to that grade within a given year. Promotion headroom is determined by the Career Board evaluating and deciding upon the "promotional readiness" of each individual careerist in the grade below and totaling those determined to be ready for promotion. The number ready for promotion to a given grade is a qualitative judgment of the Career Board without regard to the level of past promotions or the estimated capacity of the career service to make promotions to that grade. Presumably, the Career Board will take into account the time-in-grade each careerist has already served and whether he is expected to move up on a fast track TIG, an average track TIG, a slow track TIG or not at all. Prior to plotting the promotability of each individual careerist one or more times during the next three years, the Career Board could establish separate TIG norms for fast, average and slow tracks and decide what additional standards, criteria, documentation and review procedures it will follow in looking at the promotional readiness of each careerist.

The career service may wish to make the planning assumption that the desired number of spaces needed in the Grades GS-18 through GS-15 are mainly based upon organizational considerations rather than the judged promotional readiness of careerists within the zones of consideration during the decade.

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CAREER SERVICE SITUATION REPORT

Phase I, FY 1973

1. PLEASE COMMENT ON ANY SIGNIFICANT PROBLEMS EXPECTED BY THE CAREER SERVICE DURING THIS FISCAL YEAR AND WHAT, IF ANY, ACTION IS CONTEMPLATED TO MEET THESE PROBLEMS. COMMENTS SHOULD INCLUDE BUT NOT NECESSARILY BE LIMITED TO THE FOLLOWING:
 - A. DIFFICULTIES IN MEETING ANY CEILING REDUCTIONS.
 - B. IMBALANCES, IF ANY, BETWEEN PROFESSIONAL, SUB-PROFESSIONAL, TECHNICAL AND CLERICAL EMPLOYEES.
 - C. DIFFICULTIES, IF ANY, IN THE ACQUISITION OF EMPLOYEES WITH SPECIAL SKILLS OR TALENTS NEEDED TO MEET NEW REQUIREMENTS OR TO REPLACE OTHERS.
 - D. ADEQUACY OF PROMOTIONAL HEADROOM.
 - E. SURPLUS OR REASSIGNMENT PROBLEMS DUE TO CHANGES IN ACTIVITIES, CUTBACKS OR KEY POSITIONS.
 - F. SPECIAL EMPLOYEE PROBLEMS.
2. WHAT SPECIFIC ASSISTANCE, IF ANY, MIGHT BE PROVIDED AT THE AGENCY, DIRECTORATE OR OFFICE OF PERSONNEL LEVELS IN DEALING WITH THESE PROBLEMS?

CAREER SERVICE SITUATION REPORT

Phase II, FY 1974 - FY 1976

3. PLEASE DESCRIBE FUNCTIONAL, ORGANIZATIONAL OR MANAGEMENT CHANGES IN THE CAREER SERVICE THAT ARE EXPECTED TO OCCUR IN THE TIME PERIOD INDICATED. (CONSIDER CHANGES WITHIN THE CAREER SERVICE ITSELF AND THE OPERATIONAL COMPONENT IT SUPPORTS.)
4. PLEASE IDENTIFY ANY PROBLEMS OF PROFESSIONAL CONTINUITY OR SUCCESSION IN KEY JOBS WHICH YOU ANTICIPATE.
5. PLEASE DESCRIBE ANY CHANGES IN THE VOLUME, PRIORITY OR NATURE OF THE WORK THAT WILL NECESSITATE CHANGES IN THE DEVELOPMENT, TRAINING, UTILIZATION AND MANAGEMENT OF A SUBSTANTIAL NUMBER OF EMPLOYEES. INCLUDE ANY MAJOR CHANGES IN EOD PATTERNS (OCCUPATIONAL TYPES AND IN-HIRE LEVELS) DURING THIS TIME PERIOD.
6. PLEASE COMMENT ON ANY OTHER NOTEWORTHY PERSONNEL DEVELOPMENTS OR PROBLEMS EXPECTED DURING FY 1974 - FY 1976.

CAREER SERVICE FY 1973 STAFFING PROFILE

| ITEM | TOTAL | GS GRADES | | | | | | | | | | | | SPS EP&PL | WAGE BOARD | MIL. |
|--------------------------------------------------------------------------------------------------------|-------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|---------------|------|
| | | GS-18 | GS-17 | GS-16 | GS-15 | GS-14 | GS-13 | GS-12 | GS-11 | GS-10 | GS-09 | GS-08 | GS-07 | | | |
| I. PRESENT ON-DUTY-STRENGTH AND ESTIMATED ODS AT BEGINNING OF FY 1973 (WITH CEILING ADJUSTMENT) | | | | | | | | | | | | | | | | |
| A. EST. ODS 30 JUNE 72 OR MOST RECENT MONTH WHICHEVER IS LATER | | | | | | | | | | | | | | | | |
| B. ODS ADJUSTED FOR CEILING CHANGES DURING BALANCE FY 73 (BY GRADE) | | | | | | | | | | | | | | | | |
| II. ESTIMATED PERSONNEL LOSSES IN FY 1973 | | | | | | | | | | | | | | | | |
| SEPARATIONS REASSIGNMENTS OUT OTHER (LWOP, CONVERSIONS ETC.) | | | | | | | | | | | | | | | | |
| TOTAL | | | | | | | | | | | | | | | | |
| III. PLANNED PROMOTIONS AND PERSONNEL GAINS IN FY 1973 | | | | | | | | | | | | | | | | |
| PROMOTIONS A/ TO GRADE FROM GRADE | | | | | | | | | | | | | | | | |
| NET PERSONNEL GAINS EOD'S REASSIGNMENTS IN OTHER (LWOP, ETC.) | | | | | | | | | | | | | | | | |
| TOTAL | | | | | | | | | | | | | | | | |
| IV. ESTIMATED ON-DUTY-STRENGTH AT END OF FY 1973 | | | | | | | | | | | | | | | | |
| PROJECTED ODS 30 JUNE 1973 (LINE I B ADJUSTED FOR TOTALS AND NET CHANGES IN II AND III) | | | | | | | | | | | | | | | | |

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a/ Insert the data in column (4), PMMP Form 1, in the "To Grade" columns for Grades GS-11 and above in this Form. Determine and insert total promotions to each grade in the Grades GS-10 and below on this Form by using the process in PMMP Form (or by using planning and historical data available to you).